

WORKFORCE DEVELOPMENT PLAN

2016

SAN BERNARDINO COUNTY
DEPARTMENT OF PUBLIC HEALTH

HEALTHY PEOPLE IN VIBRANT COMMUNITIES



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Purpose & Introduction

The San Bernardino County Department of Public Health (DPH) works to prevent epidemics and the spread of disease, protect against environmental hazards, prevent injuries, promote and encourage healthy behaviors, respond to disasters and assist communities in recovery, and assure the quality and accessibility of health services throughout the County.

Ensuring a highly skilled, well-trained and culturally competent workforce is a strategic goal for DPH. Fundamental to achieving this goal is identifying gaps in knowledge, skills, and abilities through the assessment of both organizational and individual needs, and addressing identified gaps through targeted training and development opportunities.

This document provides the workforce development plan for DPH.

Department Profile

Mission, Vision & Values

Mission: Working in partnership to promote and improve health, wellness, safety and quality of life in San Bernardino County.

Vision: Healthy People in Vibrant Communities

Values:

COLLABORATION: We build and nurture partnerships to achieve mutual success.

DIVERSITY: We celebrate and respect the uniqueness of cultures, communities and beliefs.

EQUITY: We ensure that all individuals and communities have equal opportunity for health and well-being.

INNOVATION: We implement creative solutions to address emerging problems.

TRANSPARENCY: We are open, honest and accountable in our relationships, processes and actions.

Governance & Organizational Structure

San Bernardino County is governed by a five-member Board of Supervisors, which appoints a Chief Executive Officer who oversees the day-to-day operations and ensures County departments operate efficiently and responsibly.

DPH is one of eight departments in the County's Health and Human Services organization and is overseen by a Director, a Health Officer, an Assistant Director, and five Division Chiefs.

DPH is organized into five functional and administrative divisions as depicted in the organizational chart in Appendix A. The divisions collaborate to develop, implement and coordinate departmental programs, services and activities.

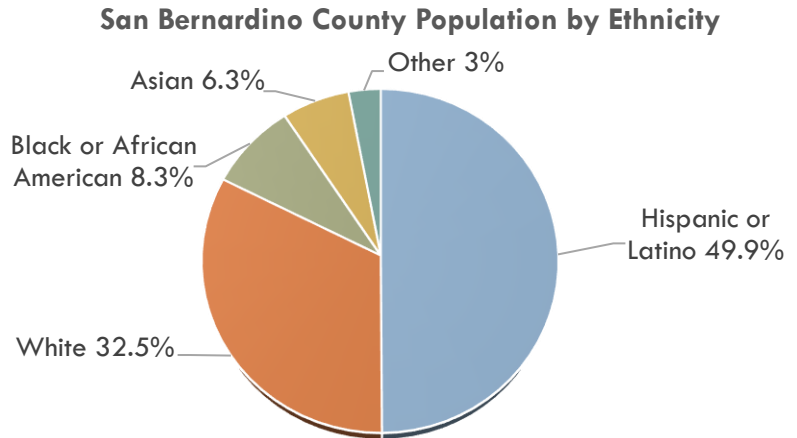
Location

San Bernardino County is located in southeastern California and is the largest geographic county in the United States, encompassing more than 20,000 square miles. Its vast size, coupled with large numbers of remote,

unincorporated communities, poses substantial challenges to promoting healthy living and providing access to a full spectrum of health services.

Population

San Bernardino County is the fifth most populous county in California and twelfth in the nation with a population of over two million. The County's population by race and ethnicity is shown on the chart to the right.



Funding

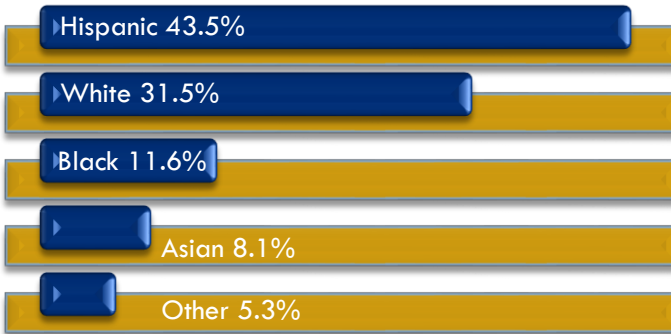
DPH programs are funded through a variety of sources. For Fiscal Year 2015 – 16, a total revenue of \$78.9 million includes:

- \$46.3 million in state and federal funding primarily from grants and Medi-Cal
- \$14.6 million in fee/rate revenue primarily from licenses, permits and fees for service
- \$1.6 million in other grant revenue
- \$16.4 million in realignment revenue

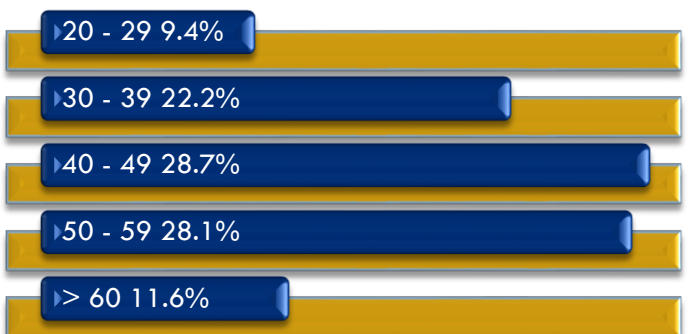
Workforce Profile

DPH has a total of 915 budgeted positions for Fiscal Year 2015-2016. 750 positions are currently filled.

Race/Ethnicity



Age Groups



Gender



A survey conducted in 2013 by the National Association of City and County Health Officers (NACCHO) shows that San Bernardino County is the fourth largest local health department employer in California, behind San Francisco (5,917), Los Angeles (3,692) and Marin County (900).

Currently, 10.1% of DPH staff have 25 years or more of service with the County, and 39.7% of total staff are within the retirement age group of 50 plus years.

DPH participates in providing professional experience and educational opportunities through internships, externships, fellowships and volunteer services to individuals from local academic institutions and organizations in order to prepare younger generations for Public Health careers. DPH also works with Loma Linda University and Azusa Pacific University to evaluate public health curricula.

DPH understands the impact that retirements and attrition have on its workforce and has created a Succession Plan (Appendix B) to ensure sustained services by a skilled, innovative and productive workforce.

Workforce Assessment

Core Competencies

To help guide its workforce assessment, DPH has selected the Core Competencies for Public Health Professionals developed by the Council on Linkages between Academia and Public Health Practice. These are considered to be the national standard for public health departments to understand, assess, and meet training and workforce needs, and for individuals to identify topics for professional development. Detailed information can be found at: http://www.phf.org/resourcestools/Documents/Core_Competencies_for_Public_Health_Professionals_2014June.pdf.

WORKFORCE ASSESSMENT

DPH contracted with the University of California, Los Angeles (UCLA) Fielding School of Public Health to conduct a Workforce Development Assessment in fiscal year 2014-2015. The assessment was conducted in two stages: focus groups and a knowledge-based assessment of the competencies of the department's workforce.

Focus groups

Focus groups were conducted in December 2014 with the intent to obtain qualitative input from supervisors, managers and other leaders within the health department on their perceptions of training needs for the workforce. Each group session began with a general assessment of the current strengths and areas that could be improved upon within DPH. Discussion was guided by the 12 Public Health Accreditation domains.

Knowledge Assessment

An online knowledge-based survey assessed the competencies of the DPH workforce with questions reflective of the eight domains of the Core Competencies for Public Health Professionals. Three separate assessments were conducted based on technical, administrative or clerical job classifications.

Observations and Recommendations

Five gaps were identified as needing attention among two groups of employees: Technical/Admin/Clerical and Professional/Leadership. Strategies were provided for each gap.

Technical/Admin/Clerical

- **Gap: Inability to communicate the overall functions and business model of Public Health**
 - Strategy 1: Utilize public health training.
 - Strategy 2: Require public health training for all new employees.

Professional/Leadership

- **Gap: Unskilled at Analysis and Assessment**
 - Strategy 3: Conduct Analysis and Assessment training.
- **Gap: Communication**
 - Strategy 4: Train staff on use of social media and communication with stakeholders.
- **Gap: Professional Preparation for Promotion**
 - Strategy 5: Provide opportunities for staff to attend professional meetings and trainings.
- **Gap: Public Health Educated Workforce**
 - Strategy 6: Support formal training for professionals and leaders in Public Health education.

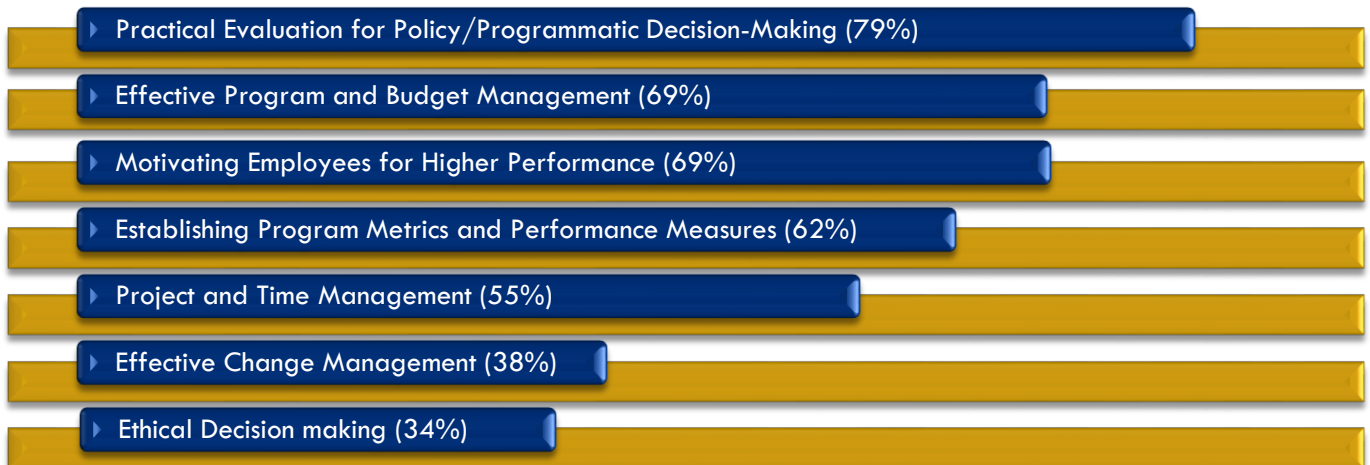
Four potential barriers to closing these gaps have been identified. Strategies to mitigate the barriers are described for each.

- **Insufficient Funding Dedicated for Training**
 - Encourage staff to take advantage of tuition assistance available from the County.
 - Assess training needs annually and ensure that training budgets are a topic of discussion during annual budget preparations.
- **Attrition**
 - Plan for attrition by assessing changes in workforce needs due to program delivery requirements, budget changes, and planned retirements.
- **Workloads Compete with Training and Development Opportunities**
 - Promote open discussions between staff and supervisors regarding balancing workload priorities with training and development opportunities.
- **Lack of Promotional Opportunities**
 - This will be addressed through activities associated with Goal 2, Objective 2 in this plan.

The full Workforce Development Assessment – San Bernardino County, CA 2014/15 report is Appendix C.

TRAINING NEEDS SURVEY

DPH conducted a Training Needs Survey in February 2014. 29 members of the department’s leadership team responded and the results showed a need for training in the following areas:



In 2015, DPH Division Chiefs were asked about professional development and learning opportunities in the department. The following training gaps were identified:

- Lack of a standard tracking and evaluation system;

- Core competencies are under or un-utilized in workforce development;
- No central location for all training requirements and curricula; and
- A specific or detailed learning culture is not defined.

DPH training and professional development is described beginning on page 9.

Goals, Objectives, & Implementation

Introduction

The central goal of workforce development efforts is to ensure a competent and engaged workforce, organized in a logical structure, capable of providing ongoing regular public health services as well as having the capacity to respond in crises or emergencies. Workforce development is an ongoing, evolving process. This section outlines DPH's workforce development goals and objectives, as well as roles and responsibilities related to the implementation of the plan.

Roles & Responsibilities

The individuals responsible for the implementation and update of this Workforce Development Plan, as well as their associated roles and responsibilities are listed below:

Role	Responsibilities
All DPH Leadership	<ul style="list-style-type: none"> • Establishes workforce goals, objectives and strategies • Sets priorities • Determines sufficient budgetary resources • Address barriers to closing development and training gaps • Establishes an environment that is conducive and supportive of learning
Assistant Director	<ul style="list-style-type: none"> • Oversees implementation and revision of the Workforce Development Plan • Provides guidance to Division Chiefs regarding staff development
Division Chiefs	<ul style="list-style-type: none"> • Supports and mentors program leadership to ensure that appropriate training resources and support structures are available within the division
Program Managers, Coordinators & Supervisors	<ul style="list-style-type: none"> • Ensures that individual and program-based training initiatives are implemented • Works with employees to develop an individualized learning plan and support the implementation of the plan (e.g. time away from work, coaching, opportunities for application, tuition reimbursement) • Identifies and mentors employees that show potential for promotion through high performance and an expressed desire for career advancement in DPH
All Employees	<ul style="list-style-type: none"> • Ultimately responsible for their own learning and development • Works with supervisor to identify and engage in training and development opportunities that meet their individual as well as program/department-based needs • Identifies opportunities to apply new learning on the job

Goals and Objectives

After analyzing the results from the Workforce Development Assessment, the Training Needs Survey, and the identified training gaps, two goals were developed to guide the Workforce Development Plan:

GOAL 1: Provide competency training opportunities and educational advancement to all DPH staff				
Activities	Responsible Party	Timeline	Target Audience	Measures
Objective1: Every employee will create and review an individualized professional development plan (IPDP) by August 31, 2017.				
Develop and implement an IPDP template	Leadership team	August 31 2016	All staff	IPDP template finalized and distributed to staff
Implement the IPDP for all staff	Leadership team	August 31, 2017		IPDP discussed with each DPH employee during annual WPE review
Objective 2: First cohort of staff will complete a mentorship program by June 30, 2017.				
Form a leadership committee that will develop a mentorship program	Leadership team	September 30, 2016	Leadership team	Implementation of mentorship program by March 2017
Offer staff the opportunity to participate in mentorship program	Leadership team	June 30, 2017	All staff	Mentorship sessions scheduled and completed; employee satisfaction survey
GOAL 2: Ensure the maintenance of a highly-skilled, well-trained and culturally-competent DPH workforce				
Activities	Responsible Party	Timeline	Target Audience	Measures
Objective 1: Assess organizational skills and capacity at all levels.				
Contract with outside agency to conduct a skills assessment	Division Chiefs	March 2015	All DPH staff	Skills assessment reports assessment report
Objective 2: Encourage training, competency achievement and educational advancement among DPH staff.				
Prepare individuals for promotional opportunities within DPH	Supervisors, Managers, and Division Chiefs	On-going	All DPH Staff	Number of staff enrolled and graduated from Management Leadership Academy, Leaders In Action, Fundamentals of Supervision and Fundamentals of Management
Provide periodic cross-training opportunities between programs	Program Managers and Program Coordinators	December 2016		Cross-training schedule and cross-trainings completed
Objective 3: Attract, recruit, retain and promote a competent workforce.				
Establish a succession plan that reflects the needs and future direction of the department	Division Chiefs	June 2016	All DPH Staff	Succession Plan
Increase internships and partnerships for recruitment at local schools of Public Health	Division Chiefs	December 2016		Number of new internships and partnerships with local schools of Public Health
Create a department diversity outreach plan through a cultural competency and health equity committee.	Division Chiefs, Program Managers	June 2017		Monthly Assessment; Completed department diversity outreach plan
Recognize staff accomplishments through semi-annual Vision in Action awards and recognition events	Supervisors, Managers, and Division Chiefs	Quarterly, On-going		Number of Vision in Action Awards
Expand recruitment efforts in counties and states that border San Bernardino County.	Division Chiefs, Program Managers	August 2016		Number of applications received from neighboring regions.

Training and Professional Development

DPH supports professional development for its staff in order to sustain a competent and qualified workforce. Trainings are available to all staff to maintain and improve the quality of services provided to the community and strengthen public health core competencies. A list of required and supplemental training for the department is listed in Appendix D.

The County partners with California State University San Bernardino to offer a Master's in Public Administration (MPA) cohort program. This program enables staff to pursue an MPA by completing a curriculum established to meet the needs of working adults and includes courses that are conducted within the context of San Bernardino County government.

The County offers the Management & Leadership Academy (MLA) and the Leaders in Action (LIA) programs to provide comprehensive management and leadership skills, training and mentorship to County employees. MLA provides theoretical and practical knowledge of public service management and leadership practices in three development tracks: supervisory, management and executive. LIA connects management and executive level staff with employees to provide direct mentorship opportunities.

San Bernardino County's Performance, Education and Resource Centers (PERC) provides three educational workshops for supervisors and managers to develop leadership skills: Fundamentals of Supervision (FOS) I, FOS II, and Fundamentals of Management (FOM). Each of these workshops include a series of courses that teach: maintaining and managing an effective work culture, strategic planning, staffing, employee relations, and budgets. DPH will reconcile annually a list of new supervisors and managers to ensure attendance at these trainings to develop and enhance the skills and competencies of existing and future leaders within the department.

DPH hired the Southwest Regional Public Health Training Center in and UCLA's Fielding School of Public Health to conduct a series of leadership trainings to provide a diverse selection of one day courses.

Additional Training Information

Additional training is available to DPH staff through PERC that spans a wide variety of topics, including: computer applications, writing skills, time management, interviewing and test taking, driver awareness, and many others. PERC updates the training schedule and registration information for courses offered to County employees. This online training schedule includes course descriptions, learning objectives and other pertinent information about each course. DPH secretarial staff captures this information when employees request approval to attend training, seminars, workshops and conferences by submitting an Education Assistance Proposal.

The County provides assistance to staff for approved development and training opportunities, contingent upon available funds through Memoranda of Understanding with respective labor unions. This includes:

- Tuition assistance and paid work time for trainings, seminars, workshops and conferences
- Tuition assistance for employees pursuing a higher education
- Reimbursement for memberships in professional organizations requested by an employee

Additional information about tuition reimbursement is available on the PERC intranet site at: <http://countyline.sbcounty.gov/hs/perc/Default.asp>.

CONTINUED EDUCATION (CE) REQUIRED BY DISCIPLINE

Multiple public health-related disciplines require continuing education (CE) for ongoing licensing/practice. Licensures held by staff, and their associated CE requirements, are shown in Appendix D.

SAFETY TRAINING

The Preparedness and Response program provides training to prepare employees to respond to work and community-related emergencies. These include Basic Life Support, Point of Dispensing sites for mass prophylaxis, and six classes on Incident Command Structure training.

Evaluation and Tracking

Evaluation of training will provide DPH with useful feedback regarding content, delivery, and training effectiveness. Accurate evaluation and tracking of training is necessary, particularly for professional continuing education documentation and quality improvement purposes.

Evaluation

Training curricula, methodologies, and instructors will be evaluated using a structured information collection and review process. The DPH leadership team will be responsible for the oversight, monitoring and evaluation of training programs. Post-training evaluations will be utilized and the feedback obtained will assist the DPH executive and management teams to determine the:

- Efficacy and quality of content
- Quality of delivery
- Measurable outcomes

Tracking

Workforce training will be thoroughly and accurately documented per course and individual. Most County and DPH courses can be tracked electronically through the County's Learning Management System. Supervisors can monitor their staff transcripts and progress. On-demand reports are available that show individual names, status of training, date of completion, and proficiency percentage.

The following methods will be used to document workforce training:

- Sign-in sheets
- Learning Management System reports
- Certificates/Confirmation of completion
- Agendas
- Copies of training materials

Changing Environment

Technology

DPH is adapting to a world that requires use of digital information to increase efficacy and productivity. Implementing current technologies makes it easier for employees to manage and share information internally, with stakeholders, and with the public. The following are a few examples of how DPH is using technology to improve processes and to attract a workforce that expects technology-driven service delivery and solutions:

- An Electronic Health Record will enable staff to provide a more coordinated, efficient level of care and meet federal requirements. This will also be an asset when recruiting health care providers.

- Use of an “Open Data” portal as a method of sharing data with stakeholders and the public to address the collective health needs of the community and to accomplish goals and monitor progress for the Community Transformation Plan. This is also in alignment with the DPH Strategic Plan.
- An online performance management tool that will monitor progress and report key performance indicators for the department’s service delivery goals.
- Online client services such as: payments for animal licenses and Environmental Health Service fees, mobile-friendly inspection reports and restaurant grade postings on “Yelp.”

Workforce Diversity

DPH is focused on promoting health equity and cultural competence for its ever-changing workforce environment. A committee currently meets to discuss health equity and cultural competency among the workforce. The committee will evaluate current activities and make recommendations to ensure that staff is prepared to competently meet the diverse needs of communities. The committee will coordinate the development of a Workforce Diversity plan which will establish goals, strategies, potential policy recommendations, and metrics for evaluating progress.

Conclusion

DPH values its workforce as the foundation for providing high quality services to the residents of our County and as such, makes workforce development one of its main objectives. The DPH workforce is driven by its vision of “Healthy People in Vibrant Communities.”

This Workforce Development Plan is tied directly to the department’s Strategic Plan.

Review of Plan

The Workforce Development Plan and future updates will be shared with all DPH staff via email and staff meetings. It will also be accessible to all staff online. The Leadership team will be responsible for reviewing and updating the plan annually. Updates will include:



This review will allow DPH to monitor the progress of the goals established within this plan, evaluate the efficacy of trainings being provided to staff, and make necessary revisions. The purpose for reviewing the plan annually is to adapt to changes and needs; to ensure the best service is being provided by all programs and staff; and to provide consistent support in the development and competency of the workforce.

Questions about this plan can be sent to the Department of Public Health Project Coordinator.

Revision History

07/01/2016 - This is the first publication of the DPH Workforce Development Plan.